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IRAC-IR&DC-001
25 January 1974

INTELLIGENCE RESEARCH & DEVELOPMENT COUNCIL

MEMORANDUM FOR THE INTELLIGENCE RESEARCH & DEVELOPMENT COUNCIL

SUBJECT: Minutes of the 18 December 1973 IR&DC Meeting

The minutes of the 18 December 1973 Intelligence Research & Development Council meeting, which were approved by the members at the 15 January 1974 Council session, are forwarded herewith.

[Redacted Signature]

Executive Secretary

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IRAC-IR&DC-M-001
28 December 1973

INTELLIGENCE RESEARCH & DEVELOPMENT COUNCIL

Minutes of First Meeting
Intelligence Research & Development Council
Central Intelligence Agency, at 1130 hours, 18 December 1973

Director, Defense Research & Engineering
Dr. Malcolm R. Currie
Presiding

MEMBERS PRESENT

Dr. Stephen J. Lukasik, Director, Defense Advanced Research Projects
Agency

Vice Admiral Vincent P. de Poix, USN, Director, Defense Intelligence
Agency

Mr. Morton E. Goulder, Deputy Assistant Secretary of Defense
(Intelligence & Warning Systems)

Dr. Walter La Berge, Assistant Secretary of the Air Force, Research
& Development

Dr. David Potter, Assistant Secretary of the Navy, Research & Development

25X1 [redacted] Associate Deputy Director for Science & Tech-
nology, Central Intelligence Agency

25X1 [redacted] Deputy Director for Research & Engineering,
National Security Agency



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1. Initial Discussion

25X1 Dr. Currie opened the meeting by extending a welcome to the members ,
at this , the first meeting of the Intelligence Research & Development Council.
He commented that this initial meeting was primarily for the purpose of estab-
lishing the framework and work schedule for subsequent meetings. He
25X1 remarked that this session would necessarily be informal in nature, but he
stressed at the outset the serious task ahead, to meet the mission set forth in
the Terms of Reference. [] commented on the genesis of the IR&D
Council stating that it had evolved from Mr. Colby's 6 September 1973 letter
to the President. He briefly discussed the President's November 1971 directive
pointing out that it expressed a need for improvements in the Intelligence
Community. [] observed that it is Mr. Colby's intention to carry
out the President's desires vigorously and the mission of the IR&D Council
is an integral part of the DCI's plan to be responsive to the President.
Dr. Currie commented that he had requested the Assistant Secretaries for
Research & Development of the military services to also serve as members of
the Council, in addition to those already formally designated, and asked
that background documents, such as the DCI's letter to the President, be
provided them at the earliest opportunity.

The Chairman then addressed the members as to his desires that
the review of intelligence research & development to be conducted by the
Council be approached on the general theme of determining technological
opportunities, identifying technology gaps, and determining the responsive-
ness of Intelligence Community R&D to intelligence objectives.

25X1 [] commented that he was pleased that the IR&D Council
was established because it provided the opportunity to communicate with
persons who are performing technology for non-intelligence purposes
which are transferable to intelligence community programs. He noted that
the Council also provided a forum for mutual discussion of programs
within the intelligence community which was not possible for various reasons
25X1 heretofore. [] continued by mentioning the recent reorganization
of the R&D structure within CIA, pointed out several lessons learned, and
observed that CIA's experience and rationale for the recent R&D reorgani-
zation might be of interest to the membership.

25X1 Admiral de Poix commented that he was in complete agreement with
[] on the need for such a forum that the IR&D Council provided.
He remarked that he had highlighted the need for a detailed look at
intelligence R&D in early 1973 communications with Mr. Schlesinger, then
DCI. He said that the continuing decreases in resources demanded that the

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R&D dollar be closely attuned to intelligence objectives, and observed that even when resources were relatively plentiful in the past, critical gaps existed for which no solutions had been attempted.

25X1 [] remarked that it might be well for the Council to initially take a look at what changes have occurred in intelligence requirements over the past ten years. He said it was his observation that requirements had not changed much and that intelligence R&D had primarily centered on technology push rather than requirements push. He continued by observing that if R&D is to truly be a servant, then there is a firm need that all understand where intelligence is going. He observed that the Council provided the forum for this purpose.

A general discussion followed on the interaction between short and long-term objectives. Dr. Lukasik pointed out that long-term objectives cannot be viewed as a separate entity, but rather must consider the effect present programs have on longer-term objectives. He mentioned that it basically came down to what is being done or planned in the 1975-1976 time frame as opposed to the 1980's. It was his observation that the Council should not only tune itself to the 1980's, but also balance it against the short term. He commented that if in fact the intelligence community could not define what it wants in the longer term, then it certainly should be one of the purposes of R&D to help the community decide what it needs. Admiral de Poix agreed and stated that a fertile area for finding solutions could well be outside intelligence programs. He observed that perhaps there had been too much concentration on the problem in lieu of the solution.

25X1 Additional discussion ensued centering on Dr. Lukasik's observation that there seemingly was a marked disconnect between what R&D was trying to achieve and what actually occurs. In particular, he noted that while a major share of intelligence R&D dollars is allocated to compartmented collection programs, little R&D for analysis can be identified responsive to these programs. He mentioned that over-classification of the R&D involved might well be the heart of the problem, thus precluding an insight into the desired final objective. [] voiced a similar observation and stated, for example, that a majority of the CIA R&D effort in support of the analyst is unclassified. In this and many other instances, he continued, the only thing classified is the fact that a particular government organization is sponsoring the R&D. He cited specific examples in some programs, where, under close scrutiny, there was very little classified about them. He concluded by recommending this aspect of R&D strategy to Council future review and recommendations.

Dr. Currie discussed the problem area of a level budget and the keener competition for resources that face managers in the future. He remarked that

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he particularly welcomed the participation of the military service Secretaries for R&D and expressed hopefulness that among the many R&D resources under their direct purview, technology could be identified that would help the intelligence community in bridging its gaps.

2. DCI Remarks

Mr. William E. Colby, Director, Central Intelligence Agency, joined this portion of the session. He welcomed the members to this first meeting, remarking that he was encouraged by the fact that the IR&D Council was now formally established. He noted the responsibilities that faced the Council, and expressed his convictions that the Council was the appropriate body to address them. The Chairman thanked Mr. Colby for his comments, and expressed for the Council, a strong willingness and desire to support the DCI and IRAC.

3. Review of Terms of Reference - IRAC-IR&DC-1.1/1

The Chairman reviewed the Terms of Reference for the Council and solicited approval or disapproval of the document. The Terms of Reference were approved by the members as drafted subject only to amendment of those portions which did not formally include the military service Assistant Secretaries for Research & Development. The Secretary advised that the Terms of Reference as amended would be distributed.

4. Development of Agenda for Future Meetings

The Chairman stated that initially he would like each member to have the benefit of an overview of each other's program. He asked each member to prepare a description of the R&D operation under his purview and requested that this be submitted to the Council Secretariat by COB 5 January. He directed the Secretary to compile the several inputs into one document to be available to the members prior to the next Council session. The Chairman also specified that the Secretary should include an IC Staff developed R&D resource distribution paper as background material. Some discussion ensued as to format. The Chairman circulated a proposed format among the members (Attachment 1), commenting to the effect that, if the proposed format was not appropriate for some, they should place emphasis on those areas which they believed needed emphasis.

Dr. Currie continued by requesting [] and Vice Admiral de Poix to present an overview of their programs at the next session,

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stressing perceived future needs. He stated that the remainder of the session would be devoted to a discussion of technological opportunities and that in this context, each member should be prepared to address this subject.

The Chairman then said that the Council should plan on forwarding a report to IRAC by 1 March 1974. As he envisioned it, the report would contain a perspective of the various programs, technological opportunities as the Council perceives them, and other recommendations as developed during ensuing sessions. The Chairman noted, in adjourning the session at 1311 hours, that the members also could expect IRAC to refer issues to the Council for study and review in the future, and in this vein, he was hopeful that synergistic communication between IRAC and the Council would develop as the months progress.



Executive Secretary

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Proposed Formats

For IR&D Council Program Review Sessions

1. Program Objectives
2. Program Structure
 - A. Organization
 - (1) Internal
 - (2) External
 - B. Decision Process
 - C. Categories
 - (1) Classical
 - (2) Unique
3. 1969-1974 Program
 - A. Total Program Vis-A-Vis R&D
 - B. R&D by Categories
 - C. Percentage of R&D Evolving into Procurement
 - D. Technological Achievements
4. 1975-1979 Program
 - A. Objectives - Goals
 - (1) Support of Ongoing Programs
 - (2) Long Term Research

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- B. Total Program Vis-A-Vis R&D
 - C. R&D by Categories
 - D. Contract Vis-A-Vis Laboratory Effort
 - E. Inter-Agency Program
5. General
- A. Emerging Technology
 - B. Technology Gaps

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